

BLUE BOOK REGULATIONS



**For The
South Carolina
Corps of Cadets**

**School Year 2020-2021
27 July 2020**

THE CITADEL
The Military College of South Carolina
Charleston, South Carolina 29409

27 July 2020

MEMORANDUM NUMBER 1

REGULATIONS FOR THE CORPS OF CADETS

1. The following regulations, known as *THE BLUE BOOK*, are hereby issued for the Corps of Cadets of The Citadel.
2. These regulations shall be in full force and effect from the date of distribution. They supersede all orders, regulations, or memoranda previously published by this department, except for those on the Commandant's Department website at: <http://www.citadel.edu/root/commandant-and-regimental-memos>.
3. All cadets are responsible for reading, knowing, and abiding by the Blue Book.

FOR THE PRESIDENT:

A handwritten signature in black ink, appearing to be 'EFP', written in a stylized, cursive manner.

EUGENE F. PALUSO
Captain, U.S. Navy (Retired)
Commandant

EFP: ras

“While Discipline and Freedom seem like they sit on opposite sides of the spectrum, they are actually very connected. Freedom is what everyone wants — to be able to act and live with freedom. But the only way to get to a place of freedom is through discipline. If you want financial freedom, you have to have financial discipline. If you want more free time, you have to follow a more disciplined time management system. You also have to have the discipline to say ‘No’ to things that eat up your time with no payback—things like random YouTube videos, click-bait on the internet, and even events that you agree to attend when you know you won't want to be there. Discipline equals freedom applies to every aspect of life: if you want more freedom, get more discipline.” Jocko Willink

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INTRODUCTION

One commonly accepted dictionary definition of discipline has three parts.¹ The first is “control gained by enforcing obedience or order.” As part of The Citadel Experience, discipline in this context relates to **a cadet’s development as a leader**. The second is “orderly or prescribed conduct or pattern of behavior.” As part of The Citadel Experience, discipline in this context relates to the **organizational culture and climate** of The Citadel. The third is “self-control.” As part of The Citadel Experience, discipline in this context relates to **a cadet’s development as an individual**. Because discipline at The Citadel embraces all three of these contexts, the Blue Book is organized in to chapters about organizational culture and climate, individual development, and leader development.

Discipline at The Citadel also includes both standards-based training and outcome-based education and training. Standards-based training is organized around the familiar task, condition, standard format. Cadets train to these standards in a step-by-step/by-the-numbers training style that breaks the task into manageable pieces, and various tasks are then linked together to broaden cadet’s skills and knowledge. This broadening extends standards-based training into outcome-based education and training, and provides cadets the transferrable skills they can use in all walks of life. Sometimes these outcomes are very specific, and sometimes they are captured more generally in one of the seven characteristics of principled leadership. Generally speaking, The Citadel uses standards-based training as a means to facilitate outcome-based education and training. Therefore, every regulation in the Blue Book represents a standard designed to

¹ *Merriam-Webster Collegiate Dictionary*, 11th edition, Thomson Press India: Faridabad, 2019, 356.

promote an outcome, and those relationships are clearly identified to help articulate the “why” behind each regulation.

There are many different leadership styles and the complete leader must be a master of many. The Blue Book is based largely on transactional leadership: a *quid pro quo* exchange of carrots and sticks. Transactional leadership can obtain rapid results, but it is a difficult system to manage over the long-term because it requires constant monitoring of behavior and regular re-negotiation of what items are valued. It is tough to move to a self-sustaining leadership environment with transactional leadership because the process must be renewed with each transaction.² The system also makes it a viable option for the subordinate to deviate from the desired behavior if he or she is willing to accept the consequence. A cadet can “do the crime if he is willing to do the time.”

Of course, there will always be an element of transactional leadership present in a military school and even in the workplace. Individuals rightfully expect to receive pay and benefits in exchange for a certain level of performance. However, Joseph Badaracco cautions against creating a system in which people are “running faster and faster, like rodents on a treadmill to get larger and larger monetary pellets.” Instead, he admonishes leaders to foster an environment in which people “work with devotion and passion to express who they are and what they really care about.”³

Transformational leaders understand the motivations and needs of their followers. Thus rather than the relationship of exchanges that characterizes transactional leadership, transformational leadership is the process whereby an individual engages with others to the point of creating a connection that raises the level of motivation and morality in both the leader and follower. The transformational leader responds to the needs and motives of followers in a way that allows them to achieve their fullest potential.⁴

This sense of fulfillment must transcend the typical needs associated with transactional leadership such as financial reward, and extend to intangible needs such as learning, self-worth, pride, competence, and serving others. Transformational leadership taps into what people find enjoyable about work or an activity, rather than merely its utilitarian value. It seeks to allow people to find motivation from an inner sense of purpose rather than from extrinsic factors.⁵ At The Citadel, the transactional components of the Blue Book are appropriate for specific purposes and are entirely consistent with Step 4 of The Citadel Training Model (consequences), but the overall goal is to use transformational—specifically principled—leadership in pursuit of Step 5 of The Citadel Training Model (growth).

CHAPTER 1 DISCIPLINE THAT FACILITATES ORGANIZATIONAL CULTURE AND CLIMATE

Values are statements of what is important to an organization. Top-level leaders consider those values in the context of the environment, trends, and other information in order to craft a vision that provides an ideal future end state for the organization. The organization then develops a strategic plan to achieve that end state.⁶ The execution of that strategy requires a systemic process of rigorous analysis, ruthless prioritization, tenacious follow-through, and continuous accountability.⁷ Only organizations with a culture and climate of discipline can remain focused along the obstacle-ridden path from values to execution.

² Peter Northouse, *Leadership Theory and Practice*, (Thousand Oaks, CA: Sage Publications, 2004), 178.

³ Joseph Badaracco, *Questions of Character: Illuminating the Heart of Leadership Through Literature*, (Boston, MA: Harvard Business Review Press, 2006), 87.

⁴ Northouse, 170.

⁵ James Kouzes and Barry Posner, *The Leadership Challenge*, (San Francisco, CA: Jossey-Bass, 2012), 171-172.

⁶ Strategic Leadership Primer, Carlisle Barracks, PA: Army War College, 1998, 21-23.

⁷ Larry Bassidy and Ram Charan, *Execution: The Discipline of Getting Things Done*, (New York: Crown Business, 2002), 2222.

Organizational culture is built on values and is part of the organization. Cultural values define the boundaries of acceptable thought and behavior within the organization, and influence how individuals talk to each other, approach problems, anticipate and judge situations, develop expectations, determine right from wrong, establish priorities, and react to many other aspects of organizational and personal behavior. Culture is a long-term, complex phenomenon.⁸ Discipline is reflected in the culture of The Citadel not exclusively, but perhaps most prominently, through the military pillar and The Citadel's core identity as a military college.

Climate is a short-term phenomenon created by the current leadership in the organization. The leader contributes to creating a positive climate when his or her behavior reflects competence and the underlying values, beliefs, and assumptions of the organization. Members of the organization receive climatic signals from the leader about what type of behavior is expected, and will be either rewarded or punished.⁹ Discipline is reflected in the climate of The Citadel largely at the company level and in the context of the actions and inactions of the chain of command that influence the degree to which behavior in the company aligns with The Citadel's three core values of honor, duty, and respect.

The following table depicts the standards, outcomes, and explanation of the sort of discipline that facilitates a positive organizational culture and climate:

| Standard | Desired Outcome | Explanation |
|---|--|--|
| Maintain an environment that is safe and secure for those who live and work in it | Barracks and room access that is restricted to authorized personnel at authorized times. Dangerous and contraband items that pose a threat to health, safety, and welfare are not present. Properly registered and authorized vehicles that are operated in compliance with established regulations, policies, and laws. A tobacco-free campus. | Unauthorized visitors pose a potential risk to cadets and themselves, and violate the privacy of what is essentially a place of residence. Items such as weapons and explosives present inherent safety threats. A safe and secure environment is fundamental to a positive organizational culture and climate. Guards and alert individual cadets must develop the situational awareness and take the proper actions to ensure such an environment. Limited and shared space and the abundance of pedestrians and visitors necessitates careful management and strict adherence to motor vehicle operation and parking procedures designed to result in the greatest good for the greatest number and in safety for all. While tobacco use is an individual behavior, it negatively impacts organizational culture and climate by the second-hand health risks and the quality of life degradations it imposes on others and the health care costs it imposes on society. |
| Maintain an environment that is conducive to the business at hand | Barracks, classrooms, and other spaces that are free from disturbances and other breaches of the peace and expected decorum | Close quarters living requires special respect for the reasonable expectation of fellow occupants to be able to conduct their business without undue interruption or distraction. This is consistent with the CTM principle of mutual respect. |
| Protect and contribute to a positive image of The Citadel | Conduct that places into action the core values and bears witness to all observers that The Citadel and its cadets are welcome and upstanding members of society | Organizations are judged, both positively and negatively, by the conduct of their members. Each cadet, for good or ill, represents something larger than him or herself. The particularly reprehensible conduct of an individual cadet can cause lasting damage to and impose the expenditure of unnecessary resources on The Citadel. Conversely, meritorious individual conduct enhances The Citadel's |

⁸ Strategic Leadership Primer, 32.

⁹ Ibid., 33.

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| | | reputation and creates additional opportunity, grace, and favor for all. |
| Support, obey, and respect the chain of command and those in authority | A network of members who by being “easy to lead” empowers the chain of command to accomplish its mission. | While routine obedience and duty often manifest themselves as individual aspects of discipline, direct or conspiratorial affronts to duly constituted authority in a military environment threaten the very fabric of the organization. Disrespect, insubordination, undermining, or threatening the chain of command in a military organization constitutes “toxic followership.” |
| Treat everyone with respect and dignity, and in accordance with their legal rights and protections | An organizational culture and climate that makes all members feel safe, valued, welcome, included, and able to exercise their civil liberties and equal protections under the law | While according others their constitutional rights is an act of individual discipline, the inclusion, teamwork, and respect that facilitate the opportunity of each member to contribute to their fullest extent and to unleash their full potential is representative of positive organizational culture and climate. Also contrary to such a culture and climate is one in which fraternization and preferential treatment transcends merit-based consequences. |
| Maintain a drug-free environment | Zero tolerance | While an individual behavior, drug abuse by members of the South Carolina Corps of Cadets is so incompatible with Citadel standards of discipline, performance, and operational readiness as to be treated as a threat to organizational culture and climate |
| Conserve resources and safeguard organizational property under your care | There is no fraud, waste, misuse, or abuse. The only degradation to property is due to fair wear and tear or legitimate and unpreventable accident. Routine maintenance is performed and small problems with equipment and facilities are addressed before developing in to larger ones. | Leaders and members must be responsible stewards of the organization’s finite resources. Irresponsible, negligent, or wasteful management diverts resources from other priorities, raises costs, and negatively impacts quality of life. |

Cadets are expected to pursue faithfully the intent and spirit of those standards designed to facilitate a positive organizational culture and climate. The discussion below is designed to help them understand that intent and spirit so they can act consistently with it.

Maintain an environment that is safe and secure for those who live and work in it. The United Nations General Assembly argues “that peace and security are prerequisites for achieving sustainable development.”¹⁰ According to Abraham Maslow’s hierarchy, before self-actualization can occur, an individual’s fundamental physiological and safety needs must first be met. These and other examples indicate that a safe and secure environment is perhaps the most basic responsibility an organization must provide for its members. Safety and security is more than just the absence of danger and fear. It is the sense of peace and well-being that allows people the freedom of action to address other priorities. This standard is met when the members of the organization feel that sense of peace and well-being. It is violated when infrastructure, systems, and policies designed to provide safety and security are compromised, violated, damaged, or tampered with, when

¹⁰ Lamberto Zannier, “Fostering Peace and Sustainable Development,” *UN Chronicle*, Vol. LII No. 4 2015, April 2016.

potentially dangerous or harmful items are used, available, or improperly regulated, and when organization members align themselves with those that threaten the organization's values and its security. The Citadel's policies that prohibit alcoholic consumption and tobacco use on campus and those that govern the operation of motor vehicles are also designed to contribute to a safe and healthy environment for all cadets.

Maintain an environment that is conducive to the business at hand. The "business at hand" at The Citadel is "to educate and develop cadets to become principled leaders in all walks of life." Certainly, principled leaders have fun, rest and recreate, and enjoy society and its pleasures. They know, however, that "there is a time and a place for everything." This standard is met when cadets contribute to an environment that is conducive to what it is that the organization has established as the priority for that particular place and time. That means, for example, that during ESP, the environment should be conducive to studying and that there are approved study areas designated to provide places for such an environment. In the classroom, the environment should be conducive to learning. In the barracks, the environment should be conducive to living without undue disruption. Because The Citadel is a time to prepare for the workplace, it is inappropriate for cadets to simultaneously pursue preparation and employment. Because The Citadel is a place of military decorum, it is inappropriate for cadets to engage in sexual activity on campus.

Protect and contribute to a positive image of The Citadel. Members of an organization are part of something bigger than themselves. Members of The Citadel organization are part of something special and extraordinary, but the continuance of that status and reputation is dependent on each member doing his or her part. The Citadel's excellent reputation provides its members opportunity and freedom of action. This standard is met when the members of the organization act in ways that continue to foster this opportunity and freedom of action. It is violated when they act in a way that is unbecoming of a cadet or brings discredit to The Citadel.

Support, obey, and respect the chain of command and those in authority. An organization's leaders have the immense responsibility to accomplish the mission and serve those placed in their care. The organization's members should, for the sake of both duty and self-interest, actively assist their leaders as they fulfill this responsibility. Especially in a military structure built on a chain of command, each successive level must do its part to contribute to the success of the whole. This standard is met when followers empower their chain of command to lead them. It is violated when there is disrespect, insubordination, interference, obstruction, undermining, disobedience, or threatening to those in authority who are in good faith pursuing their duties.

Treat everyone with respect and dignity, and in accordance with their legal rights and protections. This type of respect makes organizational members feel included and their contributions valued. Every member brings to an organization unique talents, experiences, perspectives, and ideas. When individuals feel respected, they can use these attributes to great effect. When they do not feel respected, this creativity is stifled, the individual's sense of self-worth is diminished, and the organization suffers. This standard is met when all team members feel included and valued for who they are and what they can contribute.

Conserve resources and safeguard organizational property under your care. The organization maintains certain resources to accomplish its mission and provides certain resources to organization members so they can accomplish theirs. These resources are finite and represent both tangible and opportunity costs. The present mission cannot be accomplished without these resources and growth cannot occur without the acquisition of additional resources. This standard is met when organization members act as good stewards of organizational resources. It is violated when through malice or neglect, organizational members misuse, waste, damage, misappropriate, or fail to properly care for the organization's resources.

CHAPTER 2 DISCIPLINE THAT FACILITATES INDIVIDUAL DEVELOPMENT

Discipline derives from the word “disciple” which relates to being a follower of or active adherent to someone or something. Discipline in the context of being a follower of someone involves being “easy to lead.” Someone who has discipline in this sense respects authority, complies with regulations and standards, gives maximum effort, is open and receptive to new ideas, and is an active participant in the learning process.¹¹ Discipline in the context of being an active adherent to something involves intrinsic elements of emotional intelligence such as self-awareness, self-regulation, and motivation. An individual with this kind of intrinsic discipline can realistically assess his or her strengths and weaknesses, controls or redirects disruptive impulses or moods, has a strong desire to achieve, and is committed to the organization.¹² Cadets begin to develop this type of individual discipline during the “prepare” stage of development at The Citadel and use that foundation to exercise individual discipline in a more transformational way throughout The Citadel Experience.

The following table depicts the standards, outcomes, and explanation of the sort of discipline that facilitates positive individual development:

| Standard | Desired Outcome | Explanation |
|---|--|--|
| Be at your appointed place of duty and properly accounted for | Maintain the presence and punctuality necessary to be a good team member | Every member of an organization has a role. If you are not present, you cannot make the contribution that General Stanley McChrystal calls “your share of the task.” Being late or absent also creates a distracting burden on your leadership that must divert resources to determining your status and reallocate manpower to accomplish your duties. |
| If you choose to drink, consume alcohol in a legal and responsible manner | Respect for the law, society, and yourself | At the very heart of the core value of duty must be obedience to the law. Laws are designed to provide the maximum good for the maximum number. Citizens must have the discipline to subordinate their personal preferences to this greater good. The minimum drinking age is designed to allow citizens to develop the necessary maturity to drink responsibly. DUI laws are designed to protect fellow motorists. Laws against public drunkenness help preserve the peace. Even when legally drinking, the loss of self-control and the likelihood of poor decision-making that accompanies being drunk is detrimental to one’s own self-interest. |
| Wear uniform IAW White Book standards | Present a personal appearance that reflects professionalism IAW the expectations of your organization and its stakeholders | Every organization has an official or unofficial dress code that helps reflect the culture and create the impression the organization believes serves its interest. Members of the organization will be expected to comply with that dress code. The exacting uniform standards of The Citadel help prepare a cadet for this future requirement. |
| Maintain room IAW White Book standards | Live in such a way that reflects order, safety, hygiene, and freedom from excess | The communal nature of close-quarters barracks living requires a disciplined system that optimizes space and respects the needs of others. At the same time, barracks living promotes a uniformity that builds the character of shared experience. Such a lifestyle is particularly useful |

¹¹ CTM, 13-14.

¹² Daniel Goleman, “Emotional Intelligence and Leadership,” in Timothy McMahon, *Leadership Classics*, (Long Grove, IL: Waveland Press, Inc, 2010), 134-142.

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| | | in developing skills associated with attention to detail, following instructions, and organization. |
| Be dutiful and display good judgment | Do what is required to be done without being asked or ordered to do so or requiring excessive supervision. If deficiencies are noted, respond quickly and completely to make the correction. In cases where personal choices are to be made, exercise the decision-making and judgment that optimize The Citadel's core values and subordinate impulses to those values. | Cadets are assigned various duties and given certain levels of authority and responsibility in order to both allow the Corps to function in its daily business but also to prepare them for positions of greater authority and responsibility as they advance as cadets and after graduation. It is in performing at their present level that cadets display the potential and capacity for greater authority and responsibility. |

Cadets are expected to pursue faithfully the intent and spirit of those standards designed to facilitate a positive individual development. The discussion below is designed to help them understand that intent and spirit so they can act consistently with it.

Be at your appointed place of duty and properly accounted for. In order to meet this standard a cadet must be physically where he or she is supposed to be, when he or she is supposed to be there. These locations and times are disseminated through training schedules and written and verbal orders and instructions, and it is the cadet's responsibility to be aware of such requirements. Cadets may be excused from such normal duties by special orders, but those orders merely create a new appointed place of duty for the cadet. In order to be accounted for, a cadet who is not present must be in some other authorized status such as on leave or in the infirmary and must be properly signed out via CAS. Training schedules represent orders based on the authority of the individual issuing the training schedule, and cadets cannot be excused from training schedule duties other than by that individual or a person higher in rank. Cadets who are without authority in an off-campus location instead of at their appointed place of duty are considered "AWOL" and AWOL offenses are categorized based on the length of their absence. Cadets who depart the barracks in an unauthorized fashion after taps will be considered in "breach of barracks." Cadets who are on-campus but not at their appointed place of duty will be considered "absent," and absent offenses are categorized based on the event or duty the cadet is absent from. Cadets who are absent at the start of the activity but arrive shortly thereafter may be considered "late" rather than "absent" at the discretion of the cadet or college official in charge. Cadets who prematurely depart an event or duty without authority will be considered absent.

If you choose to drink, consume alcohol in a legal and responsible manner. In order to meet this standard a cadet must be in compliance with state law concerning all aspects of alcohol possession, consumption, purchase, and use. Additionally, cadets are not allowed to possess or consume alcohol or possess alcohol containers on campus other than in accordance with the procedures specified in separate policies involving Citadel football games at Johnson Hagood Stadium. Cadets who consume alcohol are expected to do so responsibly and not allow their consumption to negatively impact their behavior, judgment, or self-control. When the irresponsible consumption of alcohol is determined to be a contributing factor to some other misbehavior, cadets will receive additional punishment for an "alcohol related incident."

Wear uniform IAW White Book standards. In order to meet this standard, a cadet must be in compliance with all uniform, civilian clothes, and grooming standards identified in the White Book. Violations will be categorized as “careless appearance,” “gross appearance,” and “disrespectful appearance.” Unauthorized wearing of civilian clothes will always be considered “disrespectful appearance.” In other cases, reporting officials will use the following guidance to subjectively categorize the offense: “Careless appearance” consists of a lack of attention to detail or effort that results in a minor deviation from standards that requires some dedicated focus to notice. Examples include but are not limited to isolated or small combinations of un-shined shoes, un-shined brass, hair barely touching the ears or in an unacceptably loose bun, chewing gum in uniform, and “five o’clock shadows.” “Gross appearance” exists when violations are readily apparent with only casual observation. Examples include but are not limited to several small deficiencies, faddish haircuts, hair clearly too long, wearing unauthorized items, obvious stains and wrinkles, public displays of affection in uniform, and using a cell phone while walking. “Disrespectful appearance” amounts to a willful disregard for a cadet’s obligation to represent The Citadel in uniform. Examples include but are not limited to civilian clothes violations, wearing the improper uniform, wearing a broken or incomplete uniform or mixing the uniform with items of civilian clothing, and wearing the uniform in a way that creates embarrassment to The Citadel.

Maintain room IAW White Book standards. In order to meet this standard, a cadet’s room must be in compliance with all standards identified in the White Book. Violations will be categorized as “careless appearance,” “gross appearance,” and “disrespectful appearance.” “Careless appearance” consists of a lack of attention to detail or effort that results in a minor deviation from standards that requires some dedicated focus to notice. Examples include but are not limited to isolated or small combinations of loose bed, dirty floor, lights left on, or items neatly displayed but out of order in the full press. “Gross appearance” exists when violations are readily apparent with only casual observation. Examples include but are not limited to several small deficiencies, or a single instance of highly visible violations such as unmade beds, unsecured bed rolls and blankets, excessive clutter or improperly displayed items, full press items in disarray, damaged items for which work orders have not been submitted, or room or valuables unsecured. “Disrespectful appearance” amounts to a willful disregard for room inspection standards and a lack of any substantive effort to prepare. Examples include but are not limited to two or more highly visible violations as described in “gross appearance,” possession of a contraband item, or being in bed during MRI.

Be dutiful and display good judgment. In order to meet this standard, cadets in the chain of command are expected to perform the duties incumbent in their rank and position as described in the Officer’s Guide, NCO Guide, and other directives. All cadets are expected to perform duties described in the training schedule, Blue Book, White Book, and other directives and to “be easy to lead,” and to take the measures necessary to be knowledgeable of those duties such as by checking their email. Cadets on guard are expected to perform duties in their general and special orders and as representatives of the commander. Cadets in the classroom are expected to perform duties described by their professor and in the syllabus and other directives. Cadets are expected to perform both specified and implied tasks, and to exercise judgment consistent with their rank and experience. Duty violations will be categorized as “major” and “minor,” based on the reporting official’s subjective assessment of such factors as the importance of the duty, the degree of neglect, the willfulness of the neglect, and its impact on others. Examples of major neglect include but are not limited to failure to report for guard duty, failure to complete a major academic assignment, failure to register for classes or provide the required room deposit, and failure to properly prepare for and deliver an assigned block of training. Examples of minor neglect include falling asleep during class, improperly performing guard duty, or failing to turn items in to the tailor shop when required. Based on the severity, indifference to the fourth-class system may constitute either major or minor neglect of duty. Cadets who display a pattern of low-level non-compliance with orders and duty will be subject to punishment for “repeated minor offenses.” Judgment violations as an

individual will be categorized as “poor” and “gross poor,” based on the reporting official’s subjective assessment of such factors as the severity of the results of the judgment and its impact on others, the presence or absence of any malice or ill-intention, and the presence or absence of due diligence. Examples of poor judgment as an individual include but are not limited to failure to properly plan the amount of time necessary for a task such as returning from furlough or failing to resolve ambiguous information before making a personal decision. Examples of gross poor judgment as an individual include but are not limited to failure to resolve a conflict between simultaneous duty obligations or inform the chain of command of such a conflict.

CHAPTER 3 DISCIPLINE THAT FACILITATES LEADER DEVELOPMENT

In addition to disciplining themselves as individuals, leaders must also discipline others. Discipline in this context certainly includes the appropriate administration of punishment as a consequence for undesired behavior, but it much more holistically means infusing in individuals and teams the discipline—the resiliency, the persistence, the duty concept—to accomplish what the leader desires them to do. Discipline in this context is represented by what Pat Conroy (Citadel Class of 1967) calls the “immortal epigram” that “discipline is the training that makes punishment unnecessary.”¹³ A leader disciplines his or her followers when she brings them into alignment with her will, and positive leaders resolve to achieve such discipline by persuasion, motivation, and articulation of a compelling vision, and only by punishment if those efforts fail.

The following table depicts the standards, outcomes, and explanation of the sort of discipline that facilitates positive leader development:

| | Desired Outcome | Explanation |
|---|--|---|
| Hold others accountable | The ability to use both personal and positional authority to align the behavior of others with the organizational standards and values, and the awareness of what actions are so detrimental that they cannot be tolerated | Holding yourself accountable requires individual discipline. Holding others accountable requires leadership discipline, which is often more difficult, especially among peers. Cadet leaders who rise to this challenge should take heart that “iron sharpens iron” and take caution that “the only thing necessary for the triumph of evil is for good men and women to do nothing.” For “the corps to run the corps,” such willingness is prerequisite. |
| Administer the fourth-class system in a standards-based, developmental, and professional manner | An ability to lead in a way that respects followers, motivates them to follow in a transformational way, and applies the proper mix of “challenge and support” | “The discipline which makes soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment” and the rest of Schofield’s Definition of Discipline. ¹⁴ |
| Exercise sound judgment as a leader | Expanded decision-making and judgment skills from the personal to the group and organizational level that | Principled leadership puts the leader’s character into action, guiding thoughts, words, and deeds to produce outcomes consistent with the core values of the organization. While principled leaders reject decisions, priorities, or actions counter to these values or their own moral and ethical standards, principled leadership |

¹³ Pat Conroy, *The Boo*, Atlanta, GA: Old New York Book Shop Press, 1996,174.

¹⁴ *The Guidon* 2019-2020. Charleston, SC: The Citadel, 2019, 109.

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| | fulfill the “mission first, people always” mandate | represents a particularly empowering form of leadership that allows the freedom to develop creative and adaptive solutions that meet the demands of fluid and complex decisions. ¹⁵ |
| Properly use authority as a leader | Compassionate, fair, standards-based leadership that conforms to the “rule of law” and the core value of respect | Abraham Lincoln cautioned that “Nearly all men can stand adversity, but if you want to test a man’s character, give him power.” One of the principles of CTM is “leadership as service,” and leaders should use their authority to serve others. |

Cadets are expected to pursue faithfully the intent and spirit of those standards designed to facilitate a positive leader development. The discussion below is designed to help them understand that intent and spirit so they can act consistently with it.

Hold others accountable. This standard falls in line with our core value of **“Duty.”** Leaders are responsible, or accountable, for everything their unit or subordinates do or fail to do. In order for leaders to hold others accountable, they first must hold themselves accountable. That means knowing and following the rules and regulations that everyone must abide by and modeling what right looks like through both actions and appearance. Leaders set the example, or the standards, and then train their subordinates to understand and meet those standards. This is reinforced regularly with feedback in the form of on-the-spot corrections or praise, informal counseling, and formal counseling. It is also reinforced with both positive and negative consequences. In doing so, leaders show that they **“Care”** about their job, or their **“Duty,”** and do it to the best of their ability. By holding themselves and others accountable, leaders ensure that every member of the unit, or the Corps as a whole, is a positive representation of The Citadel values and standards.

Administer the fourth-class system in a standards-based, developmental, and professional manner. This standard falls in line with our core value of **“Respect.”** The Fourth-Class System represents the foundation of The Citadel’s signature four-year leadership development program. This is the critical phase for overall success and is therefore entrusted only to the high-quality leaders selected as training Cadre. While the fourth-class system is intended to be challenging, demanding, and stressful, it is not the job of the leaders or the cadre to add to this stress. The system is the stress. Instead, those administering the “system” are there to help the fourth-class cadets navigate the challenges, develop through the process, and, in doing so, reduce the stress. In other words, it is the upperclassmen’s duty to help the fourth-class cadets succeed, rather than to help them fail. This provides our leaders with another opportunity to **“Care”** for those under their charge. But, don’t confuse “caring” for “coddling.” In this case, caring includes administering the system in a demanding, exacting, and efficient manner that leads the fourth-class cadets to adapt, learn, and develop in an environment that is positive, professional, and respectful. It is important to remember that the fourth-class cadets will all arrive at different levels of experience and ability. Some will require more training than others to master a given task. The caring leader will show respect for themselves, their subordinates, and the institution in all of their interaction and training. They will pursue a “training your replacement” philosophy, see the fourth-classmen as valuable members of the organization, and see themselves as being developing leaders. When administered properly, the trainer and the trainee, develop and mature through the process.

Exercise sound judgment as a leader. This standard is in line with our core value of **“Honor,”** but not just the negative honor as in the Honor Code that “A Cadet will not lie, cheat or steal, nor tolerate those who do.” More expansively, exercising sound judgement as a leader requires affirmative honorable action in both word and deed. In doing so, leaders demonstrate that they **“Care”** for their institution, The Citadel. Leaders strive to do their best in every endeavor. They strive for excellence in themselves and those around

¹⁵ Cadet Leader Development Program, Charleston, SC: The Citadel, 2018, 5.

them. They live with courage, integrity, purpose, and dignity. When all else fails, they follow the Golden Rule: “Do unto others as you would have them do unto you.” When making a decision or reacting to a given situation, leaders take time to think before they act. If time is available, leaders seek input from others. Particularly if the situation or decision is new to the leader or potentially volatile, they should be careful to not let the heat of the moment or frustration cloud their judgment. It is also important for leaders of other leaders to recognize when they need to step into a situation in order to prevent a situation from escalating unnecessarily.

Properly use authority as a leader. This standard is in line with all of the core values of “**Honor, Duty, and Respect.**” There is an old saying that “to those whom much is given, much is expected.” This correlates well with those whom are given the huge responsibility to lead and care for others. With that responsibility, leaders will be expected to do their best and lead in a way that brings honor to themselves, their unit, and the institution. The intent of The Citadel four-year leadership model is that cadet leaders have the opportunity to practice principled leadership in a controlled and safe environment. Ideally, the leadership skills that cadets learn, develop, and practice here are transferable to whatever career path they chose, be it in the military or civilian sector. That being said, cadets should not lead here in a way that would be unacceptable anywhere else. Unfortunately, the authority, or power, that cadet leaders are given sometimes goes to their head and they can become “power-hungry.” This is especially true of immature or inexperienced leaders. It is important for all leaders to realize that leadership is never about just themselves. It is more appropriately about their subordinates, their team, and the accomplishment of the shared mission. Subordinates deserve their leader’s best and that requires good leaders to be selfless and self-sacrificing. Leaders will be required to sacrifice time in order to properly train and care for those on their team. A good rule of thumb to ensure that leaders don’t abuse their authority is to ensure that all their interactions are positive and professional. Leaders don’t take things personally and don’t make things personal with their subordinates. Instead, they address the issue or incident, not the individual. Finally, leaders must be their authentic selves. Oftentimes, when an individual is given a level of responsibility or authority, they mistakenly believe that they have to take on a hard or even mean persona. That is unnatural, unnecessary, and unacceptable. Leaders are selected based on their performance and potential. In other words, who they are and who they can be is enough. Trying to be more than that or different is unauthentic and fraudulent. Leaders remember those good leaders in their lives and keep their eyes on the principled leader that they hope to become. All of this is centered around the core values of Honor, Duty, and Respect.

CHAPTER 4 THE ADMINISTRATION OF THE DISCIPLINE SYSTEM

In order to administer an effective and efficient discipline system within an organization, principled leaders must ensure a complete understanding of expectations and standards, the rule of law, the progressive and tailored nature of consequences, and due process.

Understanding of Expectations and Standards. Step 1 of The Citadel Training Model is “expectations,” and this step is essential to the administration of a discipline system. The rules and regulations of The Citadel define the expectations of cadet behavior. The rules and regulations used across the Corps of Cadets must be transparent so that all members of the Corps know from what authority the rules come, the reason for implementation, and the standard used to develop and enforce the regulation. Leaders have a responsibility to clearly articulate their expectations while ensuring that their followers understand expectations through reading, studying, and internalizing the expectations communicated to them by the leaders and their chain of command. The Citadel communicates expectations both verbally and in writing. Most Citadel doctrine is readily available on The Citadel’s website. Cadets are responsible and accountable for understanding and

abiding by the regulations, policies, and procedures of The Citadel and the South Carolina Corps of Cadets. Not knowing specific rules and regulations is NOT a valid excuse or defense for a Cadet's actions. Cadets are always expected to, in good faith, execute not just the letter of the law, but truly understand the intent of the regulations, policies, and procedures and why they exist. If in doubt, seek counsel in the chain of command.

Documentary sources of rules and regulations:

The *College Regulations* guides the operation of the College and is reviewed and approved annually by the Board of Visitors. To the extent that any rules or regulations published elsewhere conflict with the *College Regulations*, the *College Regulations* overrides other published doctrine and rules supreme. The College Regulations is at <https://www.citadel.edu/root/policies-procedures>.

The *Regulations for the Corps of Cadets* or the "Blue Book" and the *Organization, Functions, Procedures, and Administrative Standing Operating Procedures* or the "White Book" are reviewed and approved by the Commandant of Cadets regularly and are available at <https://www.citadel.edu/root/cadet-regulations>. In case of a conflict between the Blue Book and the White Book, the Blue Book overrides the White Book, but remains subordinate to the College Regulations.

Rules and regulations are also disseminated through other sources such as the Academic Catalog, department memos, OPORDERS, verbal orders, and emails. General information about these and other sources is available in:

- The White Book Chapter 1, Section 2 and Chapter 7, Section 3
https://www.citadel.edu/root/images/commandant/garrott/whitebook1920/chapter%201%20section%202%20references%20dougherty_jg.pdf
- The Citadel webpage of Policies, Procedures, Regulations, and Forms
<http://www.citadel.edu/root/policies-procedures>
- The Office of the Commandant webpage at <http://www.citadel.edu/root/commandant>

Personnel sources of rules and regulations

The cadets of The Citadel constitute a military corps and are subject to military discipline under the immediate command of the Commandant of Cadets, who reports directly to the college President and is responsible for the administration, training, housing, and the good order and discipline of the Corps of Cadets.

"Commandant's Representatives," such as the Assistant Commandants, department staff officers and NCOs and TAC Officers and NCOs, derive authority from the Commandant and assist him in the accomplishment of his responsibilities. Members of the faculty and staff outside of the Office of the Commandant are expected to participate in the maintenance of good order and discipline at the College.

Cadet Officers and Non-Commissioned officers are appointed and reduced by the Commandant of Cadets as authorized by the President. Cadets assume duties and responsibilities within the Corps of Cadets in furtherance of their educational objectives while simultaneously building confidence in their abilities to lead. These cadets, however, are not acting as agents or employees of The Citadel or the State of South Carolina. Therefore, the Commandant's Representatives are expected to teach, advise, and coach cadets as they perform their leadership responsibilities, to include maintaining good order and discipline across the Corps of Cadets.

Rule of law. Rule of law is the principle that all members of a society are equally subject to the legal codes and processes. The Citadel's discipline process follows this principle. The fourth-class system imposes additional requirements on freshmen, and those additional requirements are a critical component of the CTM,

are publicly disclosed and are consistent with the rule of law. What is inconsistent with the rule of law is showing disciplinary favoritism to classmates, friends, or subordinates or using the disciplinary process to settle intrapersonal disputes through “grudge pulls,” or ignoring upper-class violations while punishing fourth-class violations. These types of actions create double standards and are NOT consistent with our principles of Duty, Honor, and Respect. Cadet athletes are equally subject to the rule of law, but their unique schedules require deviations from the normal hours for serving punishments. The procedures for how cadet athletes serve punishments are in Chapter 7, Section 1 of the White Book.

Progressive and Tailored Nature of Punishments. Step 4 of CTM is consequences and the “P” in the acronym “PRIDE” stands for progressive. Effective discipline systems include an array of consequences in order to match appropriately the consequence to the behavior. At The Citadel, progressive consequences include:

- **Corrective Push-ups.** The purpose of corrective push-ups is to immediately stop minor instances of undesirable behavior and to send a deterrent message that future undesirable behavior will result in additional negative consequences.

Push-ups may be assigned only by TACs, Faculty/ Staff, the individual cadet’s Chain of Command (Company Commander, Platoon Leader, First Sergeant, Platoon Sergeant, Squad Leader), and may only be executed within the barracks unless otherwise authorized by a member of The Citadel staff or administration. Pushups are to be a continuous 2-count exercise, performed IAW The Citadel Physical Fitness Test standards, with the exception that the new cadets will count the repetitions out loud. Stopping cadets in the “front leaning rest” position is not consistent with the intent of pushups as discipline or motivation and is expressly forbidden. A space of 15 minutes must be observed between push-up sets. Push-ups will **not** be assigned during designated study periods, ESP or periods of General Leave. Push-ups, or any other physical activity, will not be conducted in cadet rooms at any time. The Commandant is the approval authority for requests of extracurricular physical training activities processed through the Company Commander and the Battalion TAC for approval by the Commandant.

A cadet’s class determines the maximum number of push-ups in a set. The following are the number of pushups that can be assigned:

- C-1 Cadets: 30 First Semester; 40 Second Semester
- C-2 Cadets: 40
- C-3 Cadets: 50
- C-4 or higher Cadets: 75

- **Demerits.** The purpose of demerits is to acknowledge cadet performance that is below expectations for minor offenses and to record a pattern of misbehavior that, if unchecked, may lead to stronger disciplinary action such as a Suitability Board. Demerits are awarded separately or in conjunction with other punishments, such as tours or confinements. Demerits accumulate by month and semester and are not affected by amnesty. Cadets exceeding their authorized demerit allotment during a demerit period (a demerit period is defined as four consecutive weeks) will get one tour for each demerit above the demerit period allotment. Cadets who exceed the authorized demerit totals shown above are subject to disciplinary action and counseling. The number of demerits a cadet can accumulate without further penalty is based upon the class of the cadet. The procedures for counselling,

| Class | Semester | Year |
|-------|----------|------|
| C1 | 120 | 240 |
| C2 | 100 | 200 |
| C3 | 90 | 180 |
| C4 | 80 | 160 |

Conduct Review Boards, and Suitability Boards generated as a result of excessive demerits are in Chapter 7, Section 1 of the White Book.

Cadets exceeding 100% of their allotment will go to a Suitability Board and face possible Suspension or Dismissal for poor performance.

- **Merits.** The purpose of merits is to acknowledge cadet performance above and beyond expectations and to record a pattern of excellence that may lead to greater reward. Merits are not awarded for merely meeting standards or for the specific purpose of offsetting previously awarded demerits. Twenty-five merits accrued by a cadet during a demerit period will result in the award of an overnight, regardless of class. The procedures for merits are in Chapter 7, Section 1 of the White Book.
- **Confinements.** A confinement is a 50-minute period during which confined cadets, in duty uniform, are required to remain in their assigned confinement classroom (or, when approved by the ACD, their own room which will be in MRI order) studying. Sleeping or other forms of entertainment are not allowed. Confinement Periods are: Wednesday from 1500 until 1800, Friday from 1900 until 2200, and Saturday from 1400 until 1700 and again at 1900 until 2200. Cadets serving confinements are also required to sign Restrictions hourly. The procedures for confinements are in Chapter 7, Section 1 of the White Book.
- **Tours.** A tour is a 50-minute period of time during which a cadet marches on the quadrangle at 120 steps a minute with a rifle at right or left- shoulder arms. The cadet marches in Seasonal Leave under arms. Tours are conducted in Padgett Thomas Barracks (unless otherwise directed by the SDO). Tour Periods are Wednesday from 1500 until 1800, Friday from 1900 until 2200, Saturday from 1400 until 1700 and again at 1900 until 2200. Cadets serving confinements are also required to sign Restrictions hourly. The procedures for tours are in Chapter 7, Section 1 of the White Book.
- **Restrictions.** Cadets who are assigned cons or tours are automatically restricted to campus for the period of time in which they are serving cons or tours. The procedures for restrictions are in Chapter 7, Section 1 of the White Book.
- **Reduction in Rank.** Rank-holding cadets may be immediately relieved of duties if it is determined that the cadet exhibits poor leadership characteristics or does not set a proper example for subordinates. The Commandant is the reduction authority for Cadet Commanders, Sergeants Major, and First Sergeants. TAC officers or Cadet Commanders may reduce other cadets.
- **Rank-holding cadets will also be administratively reduced in rank if:**
 1. The cadet becomes conduct deficient for a tour offense.
 2. The cadet becomes physically deficient by failing the CPFT or Height & Weight.
 3. The cadet becomes academically ineligible by failing to maintain a 2.0 cumulative GPA or failing to be academically aligned with the rank they hold.

All conduct reductions remain in effect for current semester plus one additional semester. Non-rank holding cadets who receive tours are also not eligible to hold rank for the current semester plus one. Physically deficient Cadets become eligible for rank upon the successful passing of a Citadel CPFT (remedial or record). Academically deficient Cadets become eligible for rank when they achieve a Green status in CAS. The procedures for reductions are in Chapter 7, Section 1 of the White Book.

- **Community Service.** Cadets who have completed at least 50% of the punishments assigned them for a non-Class I offense may be authorized to perform work projects in lieu of confinements and tours. The

Assistant Commandant for Discipline **must** approve these projects **before** the cadet begins work. The procedures for community service are in Chapter 7, Section 1 of the White Book.

- **Extra Military Instruction (EMI).** Extra Military Instruction is included in this section, but it is not a disciplinary tool. It is, as stated in its name, an instructional tool. EMI is designed to correct a specific training deficiency. It is not designed to punish. It is training designed to make future punishment unnecessary and must be directly related to the specific training deficiency. EMI should be used to correct training deficiencies associated with offenses annotated with a Code (1) in Annex B. The Cadet Company Commander, with the approval of the TAC, can assign EMI. No PR is required. EMI must be supervised by a member of the cadet's chain of command and should have a specific objective that relates to the training deficiency. An example of EMI for a cadet who has a dirty floor during MRI would be to fix the deficiency, have his room re-inspected by his squad leader, followed by sweeping all the galleries in the company area as reinforcement training. An example of EMI for a cadet who is late for formation would be to have him or her report to his or her squad leader five minutes early for formation for the rest of the week. EMI will be conducted in and around the battalion area.

Due Process. Due process ensures that the rights of the accused are safeguarded throughout the administration of the discipline system. Due process ensures the accused understands the charges, that the accused has the opportunity to present testimony and evidence on his or her behalf, that established procedures are transparent and followed, the proper authorities administer discipline, and the process is as timely as practical. At The Citadel, due process includes:

- **The Performance Report/ERW process.** PRs notify the cadet of the alleged offense. ERWs allow the cadet to respond to the allegation with mitigating or extenuating circumstances.
- **Reports and Statements.** Reports and statements provide evidence that becomes a matter of record that is available to all parties involved in the disciplinary process.
- **Investigations.** Investigations collect evidence, gather facts, and serve as the basis for determining whether a Board is required. Investigations seek information that is more detailed and covers a wider scope than a normal Performance Report.
- **Boards.** Boards follow prescribed administrative procedures to consider the disciplinary matter before them in a way that protects the rights of the accused. Boards are diverse, represent the composition of the institution, and generally contain a cadet representative.
- **Appeals.** Appeals allow cadets to have a higher authority review the disciplinary decision.
- **Amnesty.** Amnesty, under very specific circumstances, removes punishments.
- **Cadet Accountability System (CAS).** CAS is the automated management tool that facilitates the administrative process. CAS is not intended to replace face-to-face communication in the disciplinary process.

The procedures for these and other aspects of due process in the disciplinary system are detailed in Chapter 7, Section 1 of the White Book.

Annex A Consolidated Table of Merits

Merits may be awarded as reflected below. When a range is specified, awarders will assign values based on their subjective assessment of both the situation and the performance.

| OUTSTANDING PERFORMANCE | CODE | MERITS | AUTHORITY |
|---|------|---|-----------------------|
| Outstanding Room Appearance | 502 | Up to 10 | TAC/CDT CPT NOTE 1 |
| Outstanding Personal Appearance | 505 | Up to 10 | TAC/CDT CPT NOTE 1 |
| Outstanding Performance of Duty | 506 | Up to 20 | TAC/CDT CPT NOTE 1 |
| Outstanding Service | 512 | Up to 20 | COMMANDANT, BN TAC |
| Outstanding Leadership | | Up to 20 | COMMANDANT, BN TAC |
| Outstanding Academic Performance, Receiving an “A” grade on a test, paper, or assignment that is worth 10 or more percent of the total course grade | 519 | 5 | Academic Officer |
| Outstanding Academic Performance, Gold Stars | 507 | 20 and authorization to use the gym during ESP | AUTOMATIC NOTE 2 |
| Outstanding Academic Performance, Dean’s List | 508 | 10 | AUTOMATIC |
| Outstanding Physical Performance, CPFT Score of 280-299 | 509 | 5 | AUTOMATIC NOTE 3 |
| Outstanding Physical Performance, CPFT Score Of 300 or Higher | 510 | 10 and release from one Regt PT session that semester | AUTOMATIC NOTE 3 |
| Freshman of the Month | | 10 | |

| | | | |
|---|-----|----|---------------------|
| Sophomore of the Month | | 10 | |
| Selection for Audie Murphy Club | | 20 | |
| Outstanding Contribution During Intramurals Member Of Battalion Championship Team | 511 | 5 | AUTOMATIC NOTE 4 |
| Battalion Individual Winner Member of Regimental Runner-Up Team | 513 | 5 | AUTOMATIC NOTE 4 |
| Regimental Individual Runner-Up | 514 | 5 | AUTOMATIC NOTE 4 |
| Member of Regimental Championship Team | 515 | 5 | AUTOMATIC NOTE 4 |
| Regimental Individual Champion | 516 | 10 | AUTOMATIC NOTE 4 |

NOTE 1: AUTHORITY TO AWARD IS TAC OFFICER OR HIGHER OR CADET CAPTAIN OR ABOVE.

NOTE 2: GOLD STAR RECIPIENTS DO NOT RECEIVE DEAN'S LIST MERIT AWARD.

NOTE 3: ATHLETIC OFFICERS/ACADEMIC OFFICERS MUST SUBMIT CERTIFIED ROSTERS OF QUALIFYING CADETS.

NOTE 4: AWARDS ARE MADE BASED UPON OFFICIAL STANDINGS REPORTED BY THE DIRECTOR OF INTRAMURALS.

NOTE 5: ALL "A" GRADES MUST BE SUBMITTED IN 5 DAYS.

Annex B Consolidated Table of Punishments

INDIVIDUAL: individual actions that primarily reflect poor self-discipline and followership. [0-100]

| OFFENSE | CLASS | CODE | MAXIMUM PUNISHMENT |
|---|-------|----------------|----------------------------------|
| Be at your appointed place of duty and properly accounted for | | | |
| AWOL Less than 30 minutes | II | 001 (1) | 5D/10C |
| AWOL 30 minutes to 4 hours | II | 002 (2) | 10D/20T |
| AWOL 4 hours to 24 hours | II | 003 (3) | 20D/40T |
| AWOL Over 24 hours | I | 004 | 40D/80T and Battalion transfer |
| AWOL Over 48 hours | I | 005 | 60D/120T and Battalion transfer |
| Breach of Barracks / Unauthorized Departure from Barracks | I | 006 | 40D/80T and Battalion transfer |
| Absent or Premature Departure From: | | | |
| Tours; (per missed or improper Tour) | II | 010 | 3D/5T |
| Confinement; (per missed or improper Con) | II | 011 | 3D/5C |
| Restriction (per hour missed) | II | 012 | 3D/5C |
| Required Event (Training, Formation, Parade, LTP, Duty Team Meeting, Guard Mount) [LIST EVENT MISSED ON PR] | II | 013 (2) | 15/30C |
| Unexcused Class Absences | II | 014 (3) | 10D/15C |
| Late arrival to appointed place of duty | III | 015(1) | 5D |
| Be Properly Accounted For | | | |
| Abuse of leave/pass/No CP | II | 020 (1) | 10D/20C |
| Failure to sign in/out | II | 021 (1) | 5D/10C |
| In an unauthorized area during ESP | II | 022 (3) | 5D/10C |
| If you Choose to Drink Alcohol or Use Tobacco, do it in a legal and Responsible Manner | | | |
| Alcohol: All alcohol related offenses result in the loss of on Campus driving and parking privileges for current semester plus one and forfeiture of parking fees. | | | |
| Alcohol Related Incident on/off Campus | I | 030 | 30D/60T* |
| Open Alcohol Container on/off Campus (empty) | II | 031 | 20D/40T |
| Possession/Use by Minor off Campus First Offense | II | 032 | 20D/40T* |
| Possession/Use by Minor off Campus Second Offense | I | 033 | 60D/120T* and Battalion Transfer |
| Possession/Use on Campus First Offense | I | 034 | 40D/80T* and Battalion Transfer |
| Possession/Use on Campus - Second Offense | I | 035 | 60D/120T* and Battalion Transfer |
| Third or More Cumulative Alcohol Offenses during Cadet career | I | 036 | DS*; Mandatory CRB |
| Tobacco: | | | |
| Tobacco Container/Bottle on/off Campus | III | 040 | 20D/40T |
| Possession/Use by Minor off Campus First Offense | II | 041 | 20D/40T* |
| Possession/Use by Minor off Campus Second Offense | I | 042 | 60D/120T* and Battalion Transfer |
| Possession/Use on Campus First Offense | I | 043 | 40D/80T* and Battalion Transfer |
| Possession/Use on Campus - Second Offense | I | 044 | 60D/120T* and Battalion Transfer |
| 3rd or More Cumulative Tobacco Offenses during Cadet career | I | 045 | 60D/120T*; Mandatory CRB |
| All alcohol and tobacco violations result in a fine of \$150 for substance abuse education and testing. | | | |
| Wear Uniform IAW White Book and Expected Standards | | | |
| Disrespectful Appearance (Includes Civilian Clothes Violations) | II | 050 (2) | 20D/40T (%) |
| Gross Appearance | II | 051 (2) | 10D/20C |
| Careless Appearance | III | 052 (1) | 10D |
| Maintain Barracks and Room IAW White Book Standards | | | |
| Disrespectful Appearance | II | 060 (2) | 10D/20T |
| Gross Appearance | II | 061 (2) | 5D/20C |
| Careless Appearance | III | 062 (1) | 10D |
| Be Dutiful and Display Good Judgment as an Individual | | | |
| Neglect of Duty Major | II | 070 (3) | 10D/30T |
| Neglect of Duty Minor | II | 071 (2) | 5D/20C |
| Gross Poor Judgment as an individual | II | 072 | 20D/40T |

| | | | |
|--|----|------------------|----------------------------------|
| Poor Judgment as an individual | II | 073 | 10D/40C |
| Assumption or Abuse of Privileges (Pass/Leave/No CP) | II | 074 | 10D/40C |
| Possession of a false ID card | I | 075 | 60D/120T* and Battalion Transfer |
| Denying Cadets Authorized Privileges | II | 076 | 10D/20C |
| Learning and Growing as a Follower and Leader | | | |
| Repeated Minor Offenses: | | | |
| Awarded by Company CO | II | 080 (1) | 5D/10C |
| Awarded by Battalion CO | II | 081 (1) | 8D/16C |
| Awarded by Regimental CO | II | 082 (1) | 10D/20C |
| Awarded by TAC Officer | II | 083 (2/3) | 10D/20T |
| Patterns of Misconduct (Failure to Change Behavior) | II | 084 | 20D/40T |

KEY: D=demerit; C=confinement; T=tour; S=suspension; DS=dismissal; E=expulsion; *no amnesty; \$=pay for damages, +=Diversity Tng required; (1)=Company Commander Adjudicates; (2)=Company TAC Adjudicates; (3)=Battalion TAC Adjudicates; CRB=Conduct Review Board; . (%) Cadets found in unauthorized civilian clothes or an improper uniform will wear Seasonal Leave (no blazers) whenever outside the barracks until their punishment is complete.

LEADERSHIP: Failure to hold others accountable, demonstrate appropriate authority or influence, & exercise good leadership. **[100 Series]**

| OFFENSE | CLASS | CODE | MAXIMUM PUNISHMENT |
|---|-------|----------------|----------------------------------|
| Hold Others Accountable | | | |
| Failure to report an Alcohol or Tobacco related violation | II | 100 | 20D/40T* |
| Providing Alcohol or Tobacco to a Minor | I | 101 | 40D/80T* and Battalion Transfer |
| Failure to report unauthorized person in barracks | I | 102 | 60D/120T* and Battalion Transfer |
| Toleration of Sexual Harassment | I | 103 | 60D/120T* and Battalion Transfer |
| Failure to perform duties as a Member of a Guard Team | II | 104 | 20D/40C |
| Failure to Enforce Standards of Subordinates | II | 105 | 20D/40C |
| Properly Perform the Duties of Rank and Position Exercising Sound Judgment as a Leader | | | |
| Abuse of Authority/Intimidation | | | |
| Major | I | 110 | Dismissal |
| Minor | II | 111 (3) | 10D/40T |
| Gross Poor Judgment as a leader | II | 112 | 10D/40T |
| Poor Judgment as a leader | II | 113 | 5D/40C |
| Failure to Keep the Chain of Command Informed | II | 114 | 10D/20C |
| Neglect of Duty as a Leader – Major | II | 115 | 30D/60T |
| Neglect of Duty as a Leader – Minor | II | 116 | 20D/40C |
| Violations of the principles of the CTM | II | 117 | 20D/40C |
| Uncertified Mess Carver at head of Mess/Unauthorized Upper Class Cadet at 4th Class Mess | II | 118 (1) | 5D/10C |
| Administer the Fourth Class System in a Professional and Developmental Manner | | | |
| Hazing or Toleration of Hazing | I | 120 | Expulsion* |
| Fourth-Class System Upper Class Violation – Major | I | 121 (3) | S* |
| Fourth-Class System Upper Class Violation – Minor | II | 122 (2) | 30D/60C |

KEY: D=demerit; C=confinement; T=tour; S=suspension; DS=dismissal; E=expulsion; *no amnesty; \$=pay for damages, +=Diversity Tng required; (1)=Company Commander Adjudicates; (2)=Company TAC Adjudicates; (3)=Battalion TAC Adjudicates; CRB=Conduct Review Board; . (%) Cadets found in unauthorized civilian clothes or an improper uniform will wear Seasonal Leave (no blazers) whenever outside the barracks until their punishment is complete.

ORGANIZATIONAL: This category includes actions that are detrimental to a positive, safe, and efficient organizational climate; undermine authority; and reflect poorly on The Citadel and the SCCC as a body. **[200 Series]**

| OFFENSE | CLASS | CODE | MAXIMUM PUNISHMENT |
|--|-------|----------------|--|
| Maintain an Environment that is Safe and Secure | | | |
| Maintaining Barracks/Room/Buildings | | | |
| Tampering with locks, gates window security screens, door handles, floors | II | 200 (3) | 20D/40T \$ |
| Bringing unauthorized person(s) into room/barracks | I | 201 | 60D/120T* and Battalion transfer |
| Failure to comply with open door/lights on policy when a cadet other than a roommate, regardless of gender, or a member of the Upper Class Cadet in a 4th Class Cadet's room or vice versa | I | 202 | 30D/60T |
| Visiting during unauthorized times | II | 203 (1) | 5D/10C |
| Stayed overnight in another cadet's room w/o authorization | I | 204 | 40D/80T* and Battalion transfer |
| Entering a vacant/empty room | II | 205 (1) | 10D/20C |
| Tampering with or damaging Fire Safety Equipment | I | 206 | 40D/80T* and Battalion Transfer |
| Maintain a Drug Free Environment | | | |
| Use, sale, possession or solicitation of prohibited/controlled substances or drug paraphernalia | I | 210 | EXPULSION* |
| Inappropriate use of prescription drugs by a cadet for whom the drug is prescribed by a physician | I | 211 | 30D/60T* |
| Acts supporting or encouraging prohibited/controlled substance use | I | 212 | 30D/60T* |
| Bartering, trading, giving, soliciting or receiving prescription drugs to or from another cadet | I | 213 | EXPULSION* |
| Maintain an Environment Free of Explosives/Firearms/Ammunition: | | | |
| Unauthorized possession/use on campus | I | 220 | DS* |
| Unauthorized use of fireworks on campus (include MRE bombs) | I | 221 | 60D/120T* and Battalion transfer |
| Failure to properly register firearms and/or ammo | I | 222 | 30D/60T |
| Possession of a dangerous weapon (other than firearm on campus) | II | 223 | 20D/40T |
| Haircutting, possession of barber equipment/cutting own hair or cutting another cadet's hair (anywhere on campus) | II | 224 (2) | 10D/20T |
| Possession of Contraband | II | 225 | 10D/20T |
| Maintain Safe Streets and Proper Use of Vehicles | | | |
| Traffic Offense on Campus | II | 230 (3) | 10D/20C |
| Failure to stop at gate when required/Lost Decal | II | 231 (3) | 10D/20T and loss of parking privilege for current semester+1 |
| Parking Decal improperly displayed | II | 232 | 10D/20C |
| Parking in unauthorized space (on-campus) | II | 233 (3) | 10D/20C |
| Repeated parking violations (2 or more) | II | 234 (3) | 10D/20T and loss of parking privilege for current semester + 1 |
| Parking in a restricted area or on streets vicinity of The Citadel | II | 235 | 20D/40C |
| Registration violation (unregistered on campus) | II | 236 (3) | 20D/40T and loss of parking privilege for current semester + 1 |
| Unauthorized use on campus | II | 237 (3) | 5D/10T |
| Four or more vehicle offenses | II | 238 (3) | 20D/50T and loss of parking privilege for current semester + 1 |
| Maintain an Environment that is Conducive to the Business at Hand | | | |
| Disturbances | | | |
| Creating a disturbance in room (Loud music, TV, talking, etc.) | II | 240 (2) | 10D/20C |
| Disruptive behavior on campus (Major) | II | 241 (3) | 20D/60T |
| Disruptive behavior on campus (Minor) | II | 242 (2) | 10D/20C |
| Maintain Positive Associations and Activities | | | |
| Membership in extremist organization/gang | I | 243 | DS* |
| Fraternization | II | 244 | 20D/60T |
| Gambling | II | 245 | 10D/20T |
| Unauthorized Employment (off campus) | I | 246 | 30D/60T |

| | | | |
|---|-----|---------|------------------------------------|
| Unauthorized Employment (on campus) | II | 247 | 20D/40T |
| Serious Sexual Activity on Campus | I | 248 | E* |
| Protect and contribute to a positive image of The Citadel | | | |
| Conduct unbecoming a cadet (Use if charged with a felony or DUI) | I | 250 | E* |
| Bringing discredit to The Citadel | I | 251 | DS* |
| Obscene language/gestures in public: | II | 252 (2) | 10D/20C |
| Public display of affection in uniform | III | 253 (1) | 5D/10C |
| Support, Obey, and Respect the Chain of Command and Those in Authority | | | |
| Disrespect to anyone in authority | II | 260 | 20D/40T* |
| Disrespect To a College Official | I | 261 | DS* |
| Disrespect to a member of the Guard in accomplishment of duties | I | 262 | S* |
| Insubordination | I | 263 | S* |
| Undermining the Chain of Command | I | 264 | 60D/120T* and Battalion Transfer |
| Direct threat to a cadet superior officer or NCO | I | 265 | 30D/60T |
| Failure to render proper military courtesies: | II | 266 (1) | 5D/10C |
| Direct disobedience of a lawful order | I | 267 | DS* |
| Avoiding strict compliance with a lawful order: | II | 268 | 10D/20T |
| Failure to report as ordered | II | 269 (1) | 5D/10C |
| Interfering or obstructing a disciplinary investigation | I | 270 | 60D/120T* and Battalion Transfer |
| Patterns of Misconduct (Failure to Obey Citadel Regulations) | I | 290 | 60D/120T* and Battalion Transfer |
| Treat everyone with respect and dignity, and in accordance with their legal rights and protections | | | |
| Assault | I | 271 | EXPULSION* |
| Sexual Harassment or Sexual Violence | I | 272 | E* |
| Pornography | I | 273 | 30D/60T |
| Indecent Exposure | I | 274 | EXPULSION* |
| Discrimination | I | 275 | 30D/60T+ |
| Depriving any cadet of food (including beverage/condiments, etc.) | I | 276 | 40D/80T*and Battalion Transfer |
| Conserve resources and safeguard organizational property under your care | | | |
| Misuse or Abuse | | | |
| Unauthorized taking of food | II | 280 | 20D/40T |
| Misappropriation of funds | II | 281 | DS |
| Deliberate or negligent damage to property (major) | II | 282 | 60D/120T and Battalion Transfer;\$ |
| Deliberate or negligent damage to property (minor) | II | 283 | 20D/40T; \$ |
| Unauthorized removal of Rifle from campus | I | 284 | DS* |
| Leaving Rifle unsecured (other than rifle rack) | II | 285 (1) | 10D/10T |
| Loss of government weapon | I | 286 | S* |

KEY: D=demerit; C=confinement; T=tour; S=suspension; DS=dismissal; E=expulsion; *no amnesty; \$=pay for damages, +=Diversity Tng required; (1)=Company Commander Adjudicates; (2)=Company TAC Adjudicates; (3)=Battalion TAC Adjudicates; CRB=Conduct Review Board; . (%) Cadets found in unauthorized civilian clothes or an improper uniform will wear Seasonal Leave (no blazers) whenever outside the barracks until their punishment is complete.

Annex C Glossary

Abeyance. Abeyance is the suspension or remission of punishment, approved by the AC-D, for superior performance of duty or exemplary conduct and will be no more than one third of the total amount of awarded punishments. A cadet can receive abeyance of punishments once during their cadet career.

Academic status. Often, cadets enter The Citadel with previously earned college credits. Though all cadets within the South Carolina Corps of Cadets are required to endure a Knob year, some cadets do so as academically qualified sophomores or juniors. A cadet's academic status is where they fall within their four-year college career and often differs from their Class status that indicates with which cohort the cadet will graduate.

Amnesty. Amnesty is the removal of all un-served punishments except those specifically designated as not qualifying by Annex B. Amnesty may be granted by the President of the United States, a foreign Head of State, the Governor of South Carolina, The Citadel Board of Visitors, or The Citadel President.

Approved study areas. Cadet barracks, the library, academic classrooms or labs with the permission of the instructor (not merely inside the academic building), the Student Success Center, and athletic study hall locations designated by the Athletic Director.

ASP. Afternoon Study Period that runs from 1250 to 1600 hours.

BOV. The Board of Visitors is the governing body of The Citadel. The Board defines the mission, role, and scope of The Citadel, establishes the general policies of the College, approves the budget for each fiscal year, and provides accountability to the public and the General Assembly. The Board establishes long-range development plans of the College by providing oversight and guidance on the strategic planning process and plan duration, establishing lines of effort that facilitate the successful achievement of the plan, and monitoring progress of the plan implementation and resourcing at least twice annually. The Board annually reviews and approves these College Regulations, which guide the operation of the College.

CAS. The Cadet Accountability System is the closed internal automated system used primarily by the staff and faculty of The Citadel in managing cadet information regarding Accountability, Academics, Conduct, Fitness, Military Readiness, and Character. CAS provides cadets with real time statuses such as grades, punishments, demerits, leaves, and class schedules. CAS is the primary system through which cadet duty teams execute proper accountability of the Corps of Cadets.

Campus. The area encompassing 171 Moultrie Street, Johnson Hagood Stadium and accompanying parking lots, The Citadel Beach House, the Lockwood Property, College/Riley Parks, and The Citadel Alumni Facilities when in use by The Citadel or when The Citadel is participating in an event.

C Status. A cadet's Class Status, as determined by the Registrar, determines what class collar insignia and uniform class year stripes a cadet is entitled to wear. A cadet's C Status, not academic classification, determines which class privileges they are afforded.

Classes of Offenses

- a. **Class I:** Offenses that can result in Expulsion, Dismissal or Suspension.
- b. **Class II:** Offenses for which the Assistant Commandant for Discipline has the authority to assess penalties up to and including restriction and/or 30 demerits and 60 tours.
- c. **Class III:** lesser offenses that have assigned punishments per Annex B.

Commandant. The Commandant reports directly to the President and is responsible for the administration, training, housing, good order and discipline of the Corps of Cadets.

Commandant Board. A Commandant Board is convened if a cadet violates a serious regulation (Class I offense) where the punishment is potentially Suspension, Dismissal or Expulsion. The board consists of a Battalion TAC Officer as President, one other TAC Officer or TAC NCO, a Cadet Captain or above (not from the accused's battalion), and a TAC Officer or TAC NCO to serve as the Recorder.

Conduct deficient. A cadet is conduct deficient if one of the following conditions applies:

- a. Punishment Order - Cadets receiving punishment for Class I or II offenses with awarded tours and/or confinements or cadets who exceed their allotment of demerits during a demerit period.
- b. Placed on restriction by the President, Commandant or other official of the college.

Cadets who are conduct deficient:

- a. Are restricted to campus until all ordered punishments are served.
- b. Are not authorized Charleston Passes, Overnight Leaves, or Weekend Leaves.
- c. May not hold rank if tours are awarded.
- d. May not receive their diploma, an honorable discharge, or transfer to special student status.
- e. Cadets not able to complete their punishments prior to graduation must coordinate a plan with the Assistant Commandant for Discipline (AC-D). Once punishments are completed, the AC-D will contact the Registrar's Office to release the diploma.

Conduct Review Board. A Conduct Review Board consists of the Company TAC Officer and the Company Commander for each cadet company. A Conduct Review Board can be convened for a cadet based on persistent misconduct or for a cadet who accumulates one-half of the maximum allowance of demerits for the semester or the academic year. The Conduct Review board will review the cadet's record with the cadet. The cadet may present information to remove demerits from his or her record and/or clarify his or her conduct. The CRB shall submit a report of this review to the Assistant Commandant for Discipline. If the cadet still exceeds the maximum allowable number of demerits, or if the cadet has not been able to clarify his or her conduct, the Assistant Commandant for Discipline may recommend a Suitability Board.

Confinement. A Confinement, or Con, is a one-hour block of time that a cadet serves as punishment. Confinements are conducted in classrooms, broken down by class, on the third floor of Jenkins Hall. Confinements are dedicated study times served as a lesser punishment than Tours. Confinement Periods are: Wednesday from 1500 until 1800, Friday from 1900 until 2200, and Saturday from 1400 until 1700 and again at 1900 until 2200.

Contraband. Anything prohibited by regulation or law. No cadet may import or maintain on campus at any time the following articles. To include but not limited to alcoholic beverages (to include empty alcohol containers); explosives (firecrackers and fireworks), electronic cooking devices, small vacuums and "Roomba" type vacuums, electric oil diffusers, articles for sale to other cadets, unserviceable articles of uniform or clothing, unauthorized drugs or narcotics, pets, ham radio equipment, sun lamp, folding chairs, pornography of any kind (including computer generated), false ID cards or enamel black heel and sole dressing.

Demerits. Demerits are punishments awarded either separately or in conjunction with other punishments, such as tours or confinements. Demerits accumulate by month and semester and are not affected by amnesty. Cadets exceeding the authorized demerit totals by academic class are subject to disciplinary action and potential suspension or dismissal.

Discrimination. Harassment or prejudice based on someone's culture, gender, race, lifestyle choices, sexual orientation, religious beliefs, or national origin.

Dismissal. A cadet or non-cadet student is required to leave the College for a period of two semesters.

Drug testing. The Citadel's requirement of cadets to submit to unannounced random drug testing during the academic year as well as to submit to drug testing by officials of The Citadel if a reasonable suspicion of drug use by the cadet exists. Refusal to submit to drug testing in accordance with The Citadel Drug Testing Policy will be regarded as the equivalent of a positive drug test and can result in being expelled from The Citadel.

Duty team. The Duty Team System is an extension of the cadet chain of command and provides the Regimental Commander with a means of maintaining command and control, accountability, security, and discipline during periods when the regular chain of command is not present. Duty teams serve from 1700 Friday to 1700 the following Friday and are composed of a Regimental Duty Officer (RDO), Battalion Duty Officers (BDO), Company Duty Officers (CDO), Company Duty NCOs (DNCO), and Cadet Charge of Quarters (CCQ).

EMI. Extra military instruction is an alternative to disciplinary action and is directed by the Cadet Company Commander and approved by their TAC. EMI is in lieu of a PR and must be directly related to the observed infraction. EMI work is conducted in and around the battalion.

ESP. Evening Study Period that runs from 1950 to 0530 hours.

ERW. Explanation of Report, Written is a cadet's response to a Performance Report (PR) written for a regulation infraction. The ERW is a detailed, but brief, description of the event or regulation violation highlighting extenuating or mitigating factors. The cadet chain of command, TAC officers, and the Assistant Commandant for Discipline use the ERW in determining a fair and equitable punishment. No cadet will prevent or attempt to influence any other cadet from writing an accurate explanation of the circumstances surrounding an alleged offense.

Expulsion. A cadet or non-cadet student is required to leave the College and is not eligible to return. A cadet or non-cadet student who is expelled may not enroll in classes in any of The Citadel's programs--Cadet, Citadel Graduate College, Maymester, or Summer School.

Fraternization. Fraternization occurs when cadets who have a senior-subordinate relationship instead maintain a relationship on terms of cadet equality that is detrimental to good order and discipline

Hazing. A wrongful striking, an unauthorized laying hand upon, threatening with violence, or offering to do bodily harm by any student to another student, or any other unauthorized treatment by one student toward another student of a tyrannical, abusive, shameful, insulting, or humiliating nature; or otherwise requiring any student to perform any personal service for another student except as specifically provided for in Cadet Regulations. Unauthorized physical activity may be considered Hazing.

Improper question. Cadets are expected to answer truthfully at all times. However, the Honor Code cannot be used as an investigative tool where the Honor Code's use improperly forces a cadet to incriminate him or herself.

MRI. Morning Room Inspection.

MSP. Morning Study Period that runs from 0750 to 1100 hours.

Muster Inspection. Accountability formations conducted after each furlough period.

Ombudsperson. A member of the staff or faculty that serves as a trained and confidential source of informal resolution to receive complaints, answer inquiries, and informally address a wide range of inappropriate behaviors. Reporting issues, misfeasance, malfeasance or violations of policy or law to the Ombudsperson does not constitute reporting to an “official of the college.” All communications with the ombudsperson are to be confidential except violations of federal or state criminal law. The ombudsperson will listen and act to facilitate fair and equitable resolutions to concerns/disputes on behalf of those with problems.

PO. A Punishment Order is a printed document, generated Tuesdays and Thursdays, listing cadet punishments including tours, confinements, demerits, and battalion transfers.

PR. A Performance Report is an electronically generated statement of an observed regulation infraction. Only rank-holding cadets, cadets acting in an official capacity, or cadets who consider themselves victims of mistreatment and members of the staff and faculty of the college may write Performance Reports. Cadets receiving PRs have four days to respond providing a detailed explanation of the infraction with any extenuating or mitigating factors. PRs are the primary means of executing the disciplinary system and can result in simple demerits to expulsion.

President. The President has the governing authority and responsibility for the administration of the College and all of its activities. The President shall advise the Board on the selection of Vice Presidents and the terms of their employment. The President is responsible for providing leadership in all actions of the college, to all students, faculty, and staff. The President is responsible to the Board of Visitors for the proper conduct of the College in all departments. The President shall confer with the Board on proposed major changes in policy.

Provost. The Provost or Dean of the College is responsible directly to the President for all matters pertaining to the academic functions of the College. The Provost is the second ranking senior official of The Citadel and acts in the absence of the President.

Privileges. Are rights and freedoms afforded cadets, generally awarded by Class or C Status. Privileges include, but are not limited to the wearing of the blazer, off campus privileges such as overnight and Charleston (CP) passes, the right to have a car and park on campus, and other traditional liberties.

Resignation. A cadet or non-cadet student who has been accused of a disciplinary offense that could require a board or hearing or a cadet who has been called before a suitability board may resign in lieu of facing the prescribed board or hearing. Upon resignation, The Citadel will treat the cadet as if he or she has been found to have committed the offense in question and has been awarded the maximum punishment authorized.

Restriction. Restrictions are automatically awarded to cadets who are assigned cons or tours for the period of time in which they are serving cons or tours. Cadets cannot depart campus until the completion of all punishments. Cadets signing for restrictions are stating that they have been on campus during the previous hour. Restriction sign-in is required on Wednesday from 1800 to 1900, on Friday 1800-1900 and 2200 to 0100, on Saturday from 0800 to 1400 and 1700 to 1900 and again at 2200 to 0100, and on Sunday from 0800 to 2000.

Sexual harassment (SH). Sexual harassment is unwelcome conduct of a sexual nature. Sexual harassment can include unwelcome sexual advances, requests for sexual favors, and other verbal, non-verbal or physical conduct of a sexual nature. Sexual harassment may consist of repeated behaviors or arise from a single incident, if sufficiently severe. Harassment of women by men, harassment of men by women, and harassment between persons of the same sex may all constitute sexual harassment.

Sexual Violence (SV). Sexual violence is any non-consensual physical conduct of a sexual nature and encompasses a broad range of behaviors including, but not limited to, Non-Consensual Sexual Intercourse, Non-Consensual Sexual Contact, or Sexual Exploitation. The complete SV definition can be found in the College Regulations.

SMI. Saturday Morning Inspection.

Suitability Board. A Suitability Board consists of the Assistant Commandant for Discipline, a Battalion TAC officer, a cadet officer of cadet captain or above, and an Academic Advisor. The Suitability Board reviews the cadet's record, and the cadet may present information in his or her own behalf. The Suitability Board can recommend up to and including dismissal. For recommendations less than suspension, the Commandant may impose appropriate discipline, but recommendations of suspension or dismissal will be forwarded to the President for adjudication.

Toleration. Failure to report a case of lying, cheating, stealing, as defined in the Honor Manual, or the failure to report required regulation violations such as hazing, and alcohol/tobacco violations.

Suspension. A cadet or non-cadet student is required to leave the College for a period of one semester.

Tour. A tour is a 50-minute period of time during which a cadet marches on the quadrangle at 120 steps a minute with a rifle at right or left- shoulder arms. The cadet marches in Seasonal Leave uniform under arms. Tours are walked in Padgett Thomas Barracks (unless otherwise directed by the SDO). Tour Periods are Wednesday from 1500 until 1800, Friday from 1900 until 2200, Saturday from 1400 until 1700 and again at 1900 until 2200.

**THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
CHARLESTON, SOUTH CAROLINA**

Consent to Drug Testing

I hereby acknowledge that I have been advised of The Citadel's "Policy on Hallucinogenic, Narcotic, and Other Controlled Drugs and Substances and Drug Paraphernalia and Drug Testing Policy." I hereby further acknowledge that I am aware of the following specific requirements of that policy (initial each item in the space provided indicating you have read it):

- _____ The Citadel will not tolerate the possession, solicitation, distribution, sale, or use of hallucinogenic, narcotic or other controlled drugs or substances or drug paraphernalia.
- _____ Violation of The Citadel's policy on controlled drugs and substances and drug paraphernalia may result in my being expelled from The Citadel.
- _____ I may be required to submit to unannounced random drug testing during the academic year.
- _____ I may be directed to submit to drug testing by officials of The Citadel if a reasonable suspicion of drug use by me exists.
- _____ Refusal to submit to drug testing in accordance with The Citadel Drug Testing Policy will be regarded as the equivalent of a positive drug test and can also result in my being expelled from The Citadel.

I have read and I understand The Citadel's "Policy on Hallucinogenic, Narcotic, and Other Controlled Drugs and Substances and Drug Paraphernalia," and by signing this form I agree to abide by the terms of that Policy, and I hereby agree to The Citadel Drug Testing Policy, and I consent to be tested for controlled drugs and substances as required by that policy. I further agree that refusal to submit to testing as required by The Citadel Drug Testing Policy may subject me to being expelled from The Citadel.

Print Full Name

Signature by Cadet

Street Address

Signature by Parent/Guardian (if minor)

City State Zip code

STATEMENT

REQUIREMENT TO REPORT HAZING

- a. Hazing is behavior which is inconsistent with The Citadel Core Values and dangerous to the well-being of others. Hazing is prohibited. Hazing is a violation of South Carolina Law and Citadel Regulations and is punishable by up to expulsion from The Citadel. Allowing any hazing to occur, condoning acts of hazing, or failure to immediately stop an incident of hazing where direct physical injury is most likely is also punishable by up to expulsion from The Citadel.**
- b. Hazing is defined as a wrongful striking, an unauthorized laying hand upon, threatening with violence, or offering to do bodily harm by any student to another student, or any other unauthorized treatment by one student toward another student of a tyrannical, abusive, shameful, insulting, or humiliating nature; or otherwise requiring any student to perform any personal service for another student except as specifically provided for in Cadet Regulations.**
- c. I have read the Blue Book Regulations, and understand that unauthorized physical activity may be considered hazing.**

(From The Blue Book Regulations, dated 1 July 2015)

I, Cadet _____, _____
(LEGIBLY Print Name- Last, First, MI)

Hereby state that I understand the above definition of hazing and that I further understand that I have a personal responsibility to report known instances of hazing. I also understand that I can report known instances of hazing knowing that any instances of retribution against me will be dealt with swiftly and severely by The Commandant.

Signature: _____

CWID:

Date: _____

Company: _____

WEAPONS ON CAMPUS

ACKNOWLEDGMENT

I understand that, except in certain circumstances, firearms are prohibited on the campus of The Citadel.¹⁶ As a cadet at The Citadel, I understand I am authorized to possess a Citadel-issued M-1, M-14 and/or Springfield rifle in my barracks room. If I have a concealed weapons permit issued by the State of South Carolina, or a reciprocal state, I am authorized to store a pistol in my vehicle, in accordance with S.C. Code Ann. 16-23-420 and 23-31-210 (described below). Otherwise, I understand that South Carolina law prohibits me from possessing a firearm on campus, including but not limited to a pistol, rifle, shotgun, and any other device “that propels a projectile through the energy of an explosive.”¹⁷ I understand that possession of a firearm on campus is a felony, punishable by a fine of up to five-thousand (\$5,000) dollars and/or incarceration for up to five (5) years.¹⁸ Furthermore, law enforcement must confiscate and dispose of the weapon.¹⁹

I understand that I may store a privately owned firearm or firearms in the Arms Room in Jenkins Hall. I must obtain written permission from the Commandant, and I must register each weapon with the College Armorer.²⁰

I understand that I may also store a privately owned firearm with Public Safety, but only on a temporary basis, and only when the Arms Room is unavailable. I must deliver the firearm to Public Safety at Lesesne Gate before proceeding onto campus.

S.C. Code Ann. Sections 16-23-420 and 23-31-210

S.C. Code Ann. 16-23-420 prohibits everyone, other than law enforcement officials and personnel specifically authorized by the President of The Citadel, from carrying or possessing any firearm, or any other weapon, on campus. Although Section 16-23-420 allows individuals who have a South Carolina, concealed weapons permit, pursuant to S.C. Code Ann. 23-31-10, *et. seq.*, to keep a “concealable weapon” in their vehicles, that statute only applies to limited types of weapons. Pursuant to S.C. Code Ann. 23-31-210, a “concealable weapon” is a firearm that is less than twelve (12) inches long. The statutes do not authorize individuals to carry or possess any other weapons on campus, to include rifles, shotguns, and other similar weapons. Further, individuals with a concealed weapons permit must keep the weapons locked in a closed container, closed glove compartment, closed console, or closed trunk.

Print Name: _____

Signature: _____

Date: _____

¹⁶ S.C. Code Ann. 16-23-420

¹⁷ S.C. Code Ann. 16-23-405 (A)

¹⁸ S.C. Code Ann. 16-23-420

¹⁹ S.C. Code Ann. 16-23-405(B)

²⁰ White Book, Section 6-6.